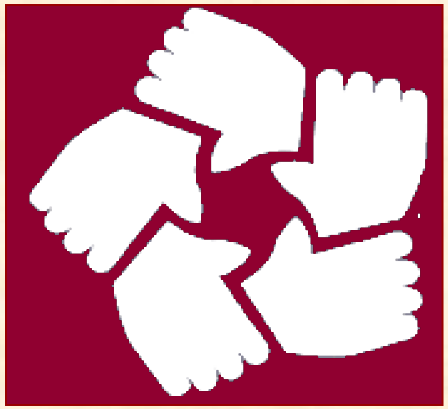
Supervisor Training

Working Partners for an Alcohol- and Drug-Free Workplace



Adapted from the Office of the Assistant Secretary for Policy
U.S. Department of Labor

Terminal Objective

At the end of the training, supervisors should understand:

- **The different components of the Drug-Free Workplace (DFW) Policy**
- **Their role in implementing the DFW Policy**

Enabling Learning Objectives

- **Recognize the different components of DFW Policy**
- **List two workplace problems that may be related to alcohol and other drugs**
- **State EAP referral process and become familiar with how to refer employees who have problems with alcohol and other drugs**
- **State three ways in which to continue to supervise employees who have been referred to assistance**

Overview of DFW Policy

The DFW Policy accomplishes two major things:

- **Sends a clear message that use of alcohol and drugs in the workplace is prohibited**

- **Encourages employees who have problems with alcohol and other drugs to voluntarily seek help**

The DFW Policy exists to:

- **Protect the health and safety of all employees, customers and the public**
- **Safeguard employer assets from theft and destruction**
- **Protect trade secrets**
- **Maintain product quality and company integrity and reputation**
- **Comply with the DFW Act of 1988 or any other applicable laws**

The DFW Policy answers :

- What is the purpose of the policy and program?
- Who is covered by the policy?
- When does the policy apply?
- What behavior is prohibited?
- Are employees required to notify supervisors of drug-related convictions?
- Does the policy include searches?
- Does the program include drug testing?

The DFW policy answers :

- What are the consequences for violating the policy?
- Are there Return-to-Work Agreements?
- What type of assistance is available to employees needing help?

- How is employee confidentiality protected?
- Who is responsible for enforcing the policy?
- How is the policy communicated to employees?

Supervisors Responsibilities

It is your responsibility, as a supervisor, to:

- **Maintain a safe, secure and productive environment for employees**
- **Evaluate and discuss performance with employees**
- **Treat all employees fairly**
- **Act in a manner that does not demean or label people**

It is NOT your responsibility, as a supervisor, to:

- Diagnose drug and alcohol problems
- Have all the answers
- Provide counseling or the
- Be a police officer

Legally sensitive areas:

- Safeguard employee's confidentiali
- Ensure the policy is clearly commu
- Establish procedures to thoroughly investigate alleged violations
- Provide due process and ample opportunity for response to allegations
- If testing is included, ensure quality control and confirmation of positive tests
- Conform to union contracts, if applicable

Identifying Performance Problems and Handling Potential Crisis Situations

- Distinguishing between a crisis situation and a performance problem
- Crisis situations are less common than performance problems and can consist of:
  - Dangerous behavior
  - Threatening behavior
  - Obvious impairment
  - Possession of alcohol and other drugs
  - Illegal activity
  - Questions to consider when investigating a potential drug or alcohol crisis situation
  - Recommended actions to take when confronted with a possible drug or alcohol situation

Recognizing Problems

Addiction:

The irresistible compulsion to use alcohol and other drugs despite adverse consequences. It is characterized by repeated failures to control use, inc d tolerance and increased di n the family.

Recognizing Problems

Ongoing performance problems that do not respond to normal supervisory actions may be signs of addiction and other personal problems and may require more intervention.

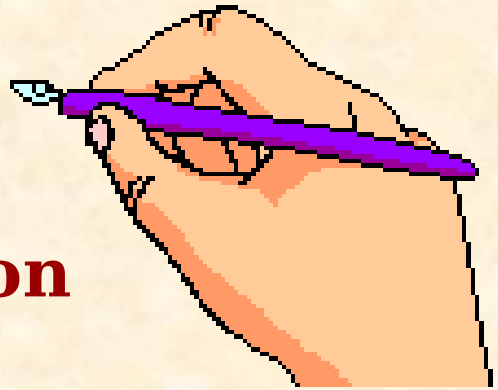
Examples of common performance problems that may be indicators of underlying addiction include:

- **Poor attendance - tardiness, unexplained absences, long lunches**
- **Co-workers or customer complaints**
- **Mistakes and missed deadlines**

Intervention and Referral

Steps to take when you have identified a performance problem:

- Document the performance problem
- Get yourself ready
- Set the stage
- Use constructive confrontation
- Refer for assistance
- Follow up on progress towards meeting performance goals



NOTE: You should consult with MER or JAG whenever you are considering administrative action.

Construction confrontation:

- Tell employee you are concerned about his/her performance
- State problem
- Refer to documentation of specific events
- Avoid over-generalizations
- Ask for explanation
- Avoid getting involved in discussions of personal problems
- Try to get employee to acknowledge what you see as the problem
- State what must be done to correct problem
- Set time frame for performance improvement
- Specify consequences if problem continues

Protecting Confidentiality

For supervisor referrals to be effective, an employee needs to know that:

- **Problems will not be made public**
- **Conversations with an EAP professional - or other referral agent - are private and will be protected**
- **All information related to performance issues will be maintained in his/her personnel file**

Protecting Confidentiality

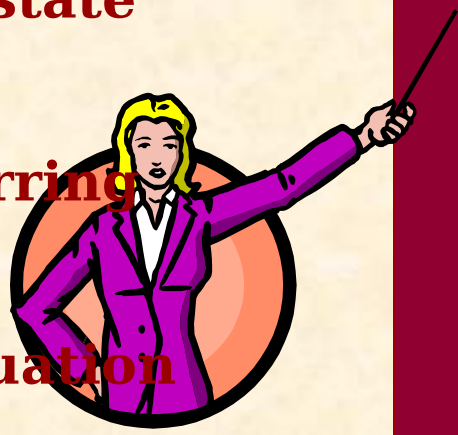
- Information about referral to treatment, however, will be kept separately
- Information about treatment for addiction or mental illness is not a matter of public record and cannot be shared without a signed release from the employee
- If an employee chooses to tell coworkers about his/her private concerns, that is his/her decisions
- When an employee tells his/her supervisor something in confidence, supervisors are obligated to protect that disclosure

EAP services:

- **EAP records are separate from personnel records and can be accessed only with a signed release from the employee**
- **EAP professionals are bound by a code of ethics to protect the confidentiality of the employees and family members that they serve**
- **There are clear limits on when and what information an EAP professional can share and with whom**

Limits on confidentiality

- Disclosure of child abuse, elder abuse and serious threats of homicide or suicide as dictated by state law
- Reporting participation in an EAP to the referring supervisor
- Reporting the results of assessment and evaluation following a positive drug test
- Verifying medical information to authorize release time or satisfy fitness-for-duty concerns as specified in company policy
- Revealing medical information to the insurance company in order to qualify for coverage under a benefits plan



Continued Supervision

After constructive confrontation and referral, the employee will need:

- **Continuing feedback about behavior and performance**
- **Encouragement to follow through with continuing care and support groups**
- **Accurate performance appraisals and fair treatment**
- **Time to adjust to doing things differently**
- **Respect for his or her privacy**
- **Open lines of communication**
- **Corrective action if old behaviors reappear**

Enabling

Action that you take that protects the employee from the consequences of his/her actions and actually helps the employee to NOT deal with the problem.

Examples of enabling:

- **Covering Up**
- **Rationalizing**
- **Withdrawing/Avoiding**
- **Blaming**
- **Controlling**
- **Threatening**

Supervisor Traps

- Sympathy
- Excuses
- Apology
- Diversion
- Innocence
- Anger
- Pity
- Tears

Dos for Supervisors

- **DO** emphasize that you only are concerned with work performance or conduct
- **DO** have documentation or performance in front of you when you talk with the employee
- **DO** remember that many problems get worse without assistance
- **DO** emphasize that conversations with an EAP, if applicable, are confidential
- **DO** explain that an EAP, if applicable, is voluntary and exists to help the employee
- **DO** call an EAP, if applicable, to discuss how to make a referral

DON'T try to diagnose the problem

- **DON'T** moralize. Limit comments to job performance and conduct issues only
- **DON'T** discuss alcohol and drug use
- **DON'T** be misled by sympathy-evoking tactics
- **DON'T** cover up. If you protect people, it enables them to stay the same
- **DON'T** make threats that you do not intend to carry out

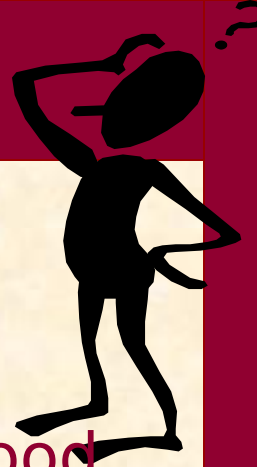
EAP-SUMMARY

- Case Scenarios

Case Scenarios

1. Your employee, Amy, is a manager of a work unit with a history of success in carrying out its mission. Top management has given her free reign because she is good at what she does. Trouble is, it is a high pressure job and she pushes her stress onto her co-workers and subordinates. There have been grumbling and departures of good people who could not tolerate her outbursts and biting remarks. Amy has been cautioned and informally coached, with no changes.

Case Scenarios



1. **How would you respond?**

   A. You tolerate the behavior because she is a good performer. If you respond too harshly, you may lose her.

   B. You continue to coach and counsel her. This way, you let her know her behavior is unacceptable.

   C. You suddenly get tough with her; telling her one more outburst will mean losing her job.

   D. You follow your personnel policy, document and make the desirable behavior part of Amy's job description; setting a time table for seeing a change.

Case Scenarios

1. *Answer is D*

- Behavior you tolerate will continue.
- OK, you've demonstrated that you are not going to ignore the situation.
- You have demonstrated that you want to be taken seriously.
- She won't like the news, but this can be successful if you can get the support of your upper management.

Case Scenarios

2. For the third time in two months, an employee of yours, Craig, has become upset when you approached him about his declining performance. The first time he simply "stormed" out of the room. The second time he raised his voice and slammed the door on his way out.

   This most recent time, he used profanity, pounded his fist on your desk, and stated "I won't let anyone treat me this way." You've read a lot lately about employees "getting revenge" on their supervisors, and you begin to have concern about your safety.

Case Scenarios

2. How would you respond?

   A. Focus on Craig's declining performance, reviewing performance standards and setting objective goals, while staying clear of the "demeanor" issues.

   B. You do not approach Craig regarding his performance issues because his "outbursts" have increased in intensity each time.

   C. Deciding that "conduct" is a "workplace-issue" you confront Craig with specific instances of his inappropriate behavior.

   D. You don't want to make matters worse, so you decide to take no action at this time.

Case Scenarios

2. *Answer is C*

- Addressing Craig's poor performance is a good step.

- Craig's inappropriate behavior has increased in intensity most likely because he has not been held accountable for it.

- This is the best way to proceed.

- Documenting the situation and Craig's behavior is certainly a good step to take. Also, contacting the CPAC to inform them of your steps is wise.

Case Scenarios

3. You have noticed that John has been late to work for the last 2 weeks. He has informed you that he is having car problems. When he is at work, you notice that he is often poorly dressed, distracted and cannot seem to get his work done. He reports late back from lunch and usually his eyes are red and “glassy” looking.

   You have spoken to John about his lateness, and your observations. He tells you he is just tired and that he is going through a lot right now. John is recently divorced and his daughter has leukemia. You are reluctant to take other drastic steps because you believe he is suffering enough. Other employees have noticed his tardiness, and are complaining about preferential treatment.

Case Scenarios

3. How would you respond?

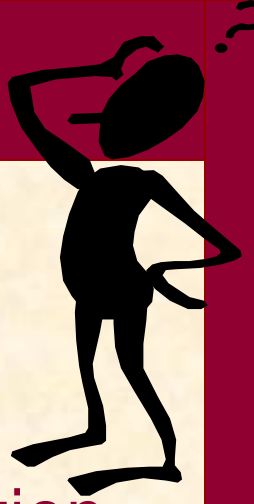
   A. Continue to do nothing, because you fear for John's mental health.

   B. Share with the other employees John's situation and explain that you are not giving John preferential treatment but that you are sympathizing with him.

   C. Conduct a corrective interview with John detailing specific instances of his inappropriate behavior and refer him to the offer EAP for help with his situation.

   D. Speak with John again about his lateness and your observations that he may be using illicit drugs. Inform him that if he continues, you have

Case Scenarios



3. *Answer is C*

- Not doing anything will not change the situation.
- Soliciting other employees understanding may work for a short time however the problem will still be there and more resent will occur.
- This is the best way to proceed.
- Telling him he will be fired for using illicit drugs when you have no substantial evidence is putting the cart before the horse and could result in other consequences.

Employee Assistance/Prevention Coordinators

LANDSTUHL ASAP
BLDG 3820, ROOM 207
LANDSTUHL REGIONAL MEDICAL CTR
LANDSTUHL
DSN: 486-6121 CIV: 06371-86-6121

HEIDELBERG ASAP
BLDG 3752, ROOM 306
RÖMERSTRASSE 104
HEIDELBERG
DSN: 370-6069 CIV: 06221-57-6069

MANNHEIM ASAP
BLDG 214, ROOM 1
SULLIVAN BARRACKS
MANNHEIM
DSN: 385-2601 CIV: 0621-730-2601

DARMSTADT ASAP
BLDG 4006, ROOM 302
CAMBRAI FRITSCH KASERNE
DARMSTADT
DSN: 348-6750 CIV: 06151-69-6750

Alcohol & Drug Control Officer:
ADCO, ASAP Division Office, Bldg. 128, Patton Barracks, DSN: 373-7475 CIV: 06211-17-7475

Staff Judge Advocate

USAG - Darmstadt—348-7145
USAG - Heidelberg—373-5051
USAG - Landstuhl—484-7449
USAG - Mannheim—381-8226

Management Employee Relation (MER)

USAG - Darmstadt—370-8529
USAG - Heidelberg—370-8529
USAG - Landstuhl—489-7894
USAG - Mannheim—370-8529

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